

1962

THIRTEENTH
SESSION

BANFF SCHOOL
of
Advanced
Management

February 5th to March 17th

BANFF SCHOOL OF FINE ARTS
AND CENTRE FOR

CONTINUING EDUCATION

Banff • Alberta • Canada



ADMINISTRATIVE ORGANIZATION

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Mr. Murray Stewart, General Manager, Northwestern Utilities Limited, Edmonton.

BRITISH COLUMBIA

Dr. H. S. Foley, Company Director, 1503 Angus Drive, Vancouver, B.C.

Dr. E. D. MacPhee, Dean of Administrative and Financial Affairs, University of British Columbia, Vancouver.

Mr. R. A. Mahoney, Partner, Management Research (Western) Ltd., Vancouver.

Mr. D. F. Miller, Director, Canadian Fishing Co., Vancouver.

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Mr. R. H. G. Bonnycastle, President and General Manager, Stovel-Advocate Press, Winnipeg.

Mr. Robert J. Finlay, Director for Prairie Provinces, Canadian Broadcasting Corporation, Winnipeg.

Mr. J. S. Lightcap, 2880 Assiniboine Avenue, Winnipeg 12.

Mr. Allan R. McPherson, President, Strong-Scott Limited, Winnipeg.

Mr. W. Scott Neal, Secretary, McCabe Grain Company, Winnipeg.

Mr. Eric V. Titheridge, Executive Assistant, United Grain Growers, Winnipeg.

SASKATCHEWAN

Mr. Earle W. Bowman, President, Bowman Brothers Limited, Saskatoon.

Dr. J. D. Leishman, 802 Medical & Dental Building, Regina, Saskatchewan.

Mr. S. N. MacEachern, Manager, Saskatoon Exhibition, Saskatoon.

Mr. J. W. McCaig, General Manager, Maccam Transport Limited, Moose Jaw.

Mr. J. F. Midmore, General Manager, Co-operative Life Insurance Company, Regina.

Mr. H. C. Pinder, President, Pinder's Drug Stores, Saskatoon, Saskatchewan.

ALUMNI REPRESENTATIVE

Mr. C. R. Fetherston, Solicitor, Shell Oil Company of Canada, Limited, Calgary.

EXECUTIVE COMMITTEE AND OFFICERS

Dr. J. W. T. Spinks, Chairman of the Board of Directors

Dr. W. H. Johns, Vice-Chairman of the Board of Directors

Dr. Hu Harries, Dr. T. H. McLeod, Dr. Ralph Harris, Dr. Neil Perry

Dr. E. D. MacPhee, Dean of the School

Mr. R. A. Mahoney, Associate Dean and Principal

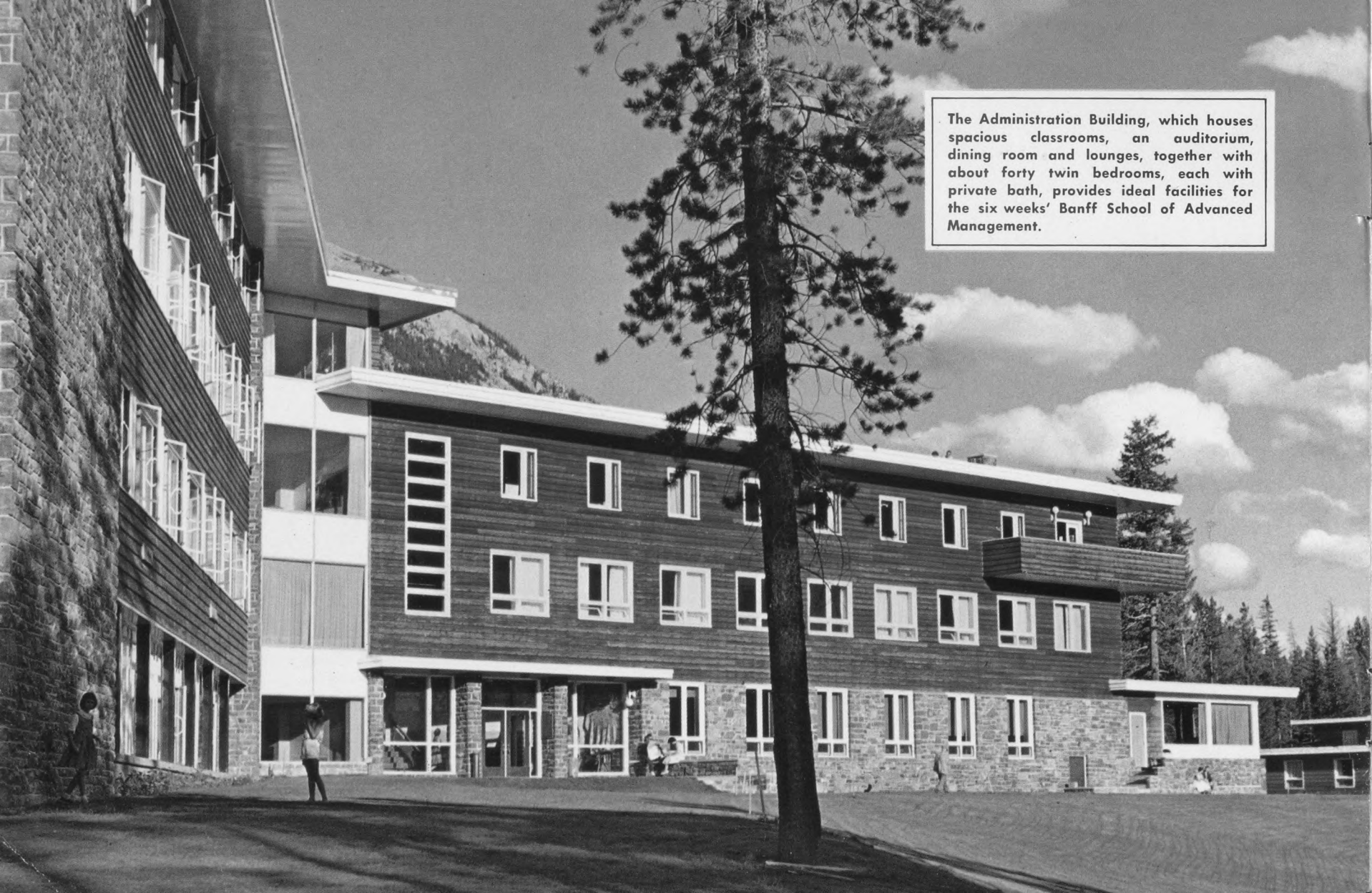
Mr. J. C. K. Madsen, Assistant Secretary-Treasurer

HEAD OFFICE

Banff School of Fine Arts and Centre for Continuing Education, Banff, Alberta



Main entrance to the Administration Building with Cascade Mountain in the background.



The Administration Building, which houses spacious classrooms, an auditorium, dining room and lounges, together with about forty twin bedrooms, each with private bath, provides ideal facilities for the six weeks' Banff School of Advanced Management.

THE UNIVERSITIES OF ALBERTA, BRITISH COLUMBIA, MANITOBA AND SASKATCHEWAN

CO-OPERATING

present

THE THIRTEENTH GENERAL SESSION

of the

BANFF SCHOOL OF ADVANCED MANAGEMENT

AT BANFF, ALBERTA

February 5 to March 17, 1962

FOREWORD

Established in 1952 by the University of Alberta and since 1953 sponsored as a co-operative undertaking by the Universities of Alberta, British Columbia, Manitoba and Saskatchewan, the Banff School of Advanced Management has, in a space of nine years, gained for itself an enviable reputation in the Canadian Business Community. By pooling the teaching resources of the four Universities and supplementing these with a careful selection of top flight consultants from other Universities, Government and private business in Canada and the United States, the Banff School of Advanced Management has been able to offer a course of distinction which has met with an enthusiastic response from Canadian and American business institutions. The splendid residence and conference facilities of the University of Alberta's Banff School of Fine Arts and Centre for Continuing Education plus an outstanding teaching staff have combined to make the Banff School of Advanced Management one of the leading centres of its kind on the Continent.

The policy of the School from its inception has been to stress high quality and limited enrolment. An initial enrolment of between sixty and seventy, with this number divided into two groups for classroom purposes, has been considered ideal.

THE COURSE

The Course in Advanced Management is designed to meet the needs of business firms which wish to develop executives for roles of greater responsibility. It will be an intensive and practical course of study, based on the combined experience and methods of established schools of Business Administration and Advanced Management.

SUBJECT MATTER

The course program covers the following subjects: The Canadian Economic Scene, Government and Business, Objectives of Management, Administrative Practices, Marketing Management, Production Management, Mobilization of Financial Resources, Managerial Accounting, Human Relations in Industry, Personnel Management, Labour Relations. These are grouped under the general headings of Economics, General Administration, Business Functions and Industrial Relations.

These subjects are all approached from the viewpoint of responsible executive action — as facts and factors involved in the managerial process of analysis, judgment, decision and action.

METHODS OF INSTRUCTION

On the theory that people learn by doing, the School will use a combination of the case, seminar and lecture methods. Suitable subject matter will be handled by the case method. In other instances the seminar method will apply, both being supplemented by regular lectures.

Actual business situations in which executives have had to make decisions will be used. In this way the student is placed in a position where, as a responsible officer, he would have to make decisions. Out of a study of actual business problems of various types will come a useful background of general principles, some knowledge of the problems to be faced, and some of the methods used in their solution.

Regular lectures will be supplemented by talks from prominent Canadian and American business men and members of the faculties of the four Western Universities. In addition, suitable texts, notes, cases, and supplemental film and slide material will be provided, as well as a limited library of reference books and periodicals.

**WHO MAY
ATTEND**

The Course is designed for both young and mature executives from Middle Management up who are nominated and sent by their companies, private individuals operating their own enterprises, representatives of the Armed Forces, Civil Servants in executive positions in the Federal, Provincial and Municipal Governments and executives from organized labor. All should be individuals who are being groomed for positions of greater responsibility with their companies. The age range should be between thirty and fifty, with the optimum between thirty and forty-five years. Individuals over the upper age limit may be considered if circumstances warrant doing so.

**THE
SETTING**

TIME:

February 5th to March 17th, 1962

PLACE:

The Banff School of Fine Arts and Centre for Continuing Education, Banff.

ACCOMMODATION:

All classes will be held in the modern conference rooms of the Centre Administration Building.

Sleeping accommodation will be provided in the attractive residences of the Banff School. These buildings have a beautiful location on Tunnel Mountain, six minutes walk from downtown Banff. All residences have attractive lounges with fireplaces and pianos and all bedrooms have twin beds and private baths. Electric outlets are provided for cars in the parking area. A pleasant dining room, operated by a trained and competent staff provides first class meals three times a day and coffee, tea or milk at the mid-morning and mid-afternoon and evening breaks.

PROGRAM OF STUDIES

Administration

OBJECTIVES OF MANAGEMENT

An introductory course setting forth the objectives of industry in relation to its social, economic and cultural relations with the community as a whole.

—Dean E. D. MacPhee

ADMINISTRATIVE PRACTICES: MANAGEMENT DEVELOPMENT, SALARY ADMINISTRATION

This course is a survey of the basic functions of executives in determining objectives and goals, and in the formulation of policies in planning, organization, co-ordination and control. These functions are examined in discussion and through the medium of cases. The course is designed to act as a co-ordinating theme for the rest of the Banff program.

—Dean E. D. MacPhee

GOVERNMENT AND BUSINESS

A discussion of the role of government in relation to business with special emphasis on the effects of governmental policies and legal requirements on business policies, practices and procedures. Special attention will be paid to resources control as a determinant of business policy.

—Professor Ralph Loffmark

Finance

MANAGERIAL ACCOUNTING

A discussion of the accounting techniques used by management in the financial control of corporations. The course will include discussions about the theory of depreciation, inventory valuations, allocation of overheads, and the impact on business of taxes on income. Various types of financial statements will be studied and cost control methods, including budgets and forecasting, will be illustrated by cases and problems.

—Professor Bryce Rollins

MOBILIZATION OF FINANCIAL RESOURCES

A practical discussion of the types of financial instruments, types of contract, principles, methods and factors to be familiar with in analyzing business financing. The series will deal with the mobilization of financial resources with financial statement analysis, the valuation of business statements, company prospecti, annual reports, assessment of business opportunities, and related matters.

—Thomas Meredith

—Professor Leslie G. J. Wong

Industrial Relations

HUMAN RELATIONS

A lecture and case study of Human Relationships as they occur at all levels of Management, and the requirements of executive skill and technique in dealing with the human problem. Dealing with people is everyone's concern, and the principles and techniques stressed here carry over into all other courses.

—Dr. James R. Surface

LABOR RELATIONS

By means of case studies and discussion this course will attempt to formulate the main problems facing Western Canadian Industry in its dealings with organized labor. The course will deal with bargaining table attitudes and the impact of trade union organizations on employer-employee relationships.

—R. A. Mahoney

PERSONNEL MANAGEMENT

The selection, training, compensation, promotion of employees in industry. The emotional training of an executive—training to take stress.

—Robert A. Willson

Business Functions

MARKETING MANAGEMENT

Problems involved in the distribution of goods and services. The Sales Manager's responsibilities. Company marketing policies. Canadian legislation affecting marketing. Cases, discussion and lectures.

—Dr. George A. Edwards

PRODUCTION MANAGEMENT

A study of modern scientific practices used in directing and controlling production activities in factories, mills, and other enterprises. The relation of output to market and financial requirements of the enterprise.

—Professor H. C. Wilkinson

CANADIAN ECONOMIC SCENE

A condensed orientation course in the Canadian economy, designed to give the students a background of principles, basic policies and acts which influence or determine the shape of Canadian economic thinking and action. The discussion will include a review of the following:

(a) Basic features of the Canadian economy. (b) Present condition. (c) Underlying trends.

—Dr. O. J. Firestone



R. A. Mahoney lecturing in one of the spacious classrooms in the new Administration Building.

Study groups provide an opportunity to discuss important problems.



REGISTRATION PROCEDURES

REGISTRATION Registration should be made on the enclosed Application for Admission form, and addressed to DONALD CAMERON, EXECUTIVE DIRECTOR, BANFF SCHOOL OF ADVANCED MANAGEMENT, BANFF, ALBERTA, preferably by December 1st, 1961—but not later than December 31st. Later registrations may be considered under special circumstances. Early registration is essential, as a limit of seventy students has been established for each School. Of this number, definite quotas have been allocated to each of the four Western Provinces, Eastern Canada and the United States. A quota is also being held open for senior Government officials and members of the Armed Services.

For lecture and discussion purposes, the total enrolment of seventy students will be divided into two groups of thirty-five each, and all lectures, cases and discussions will be repeated with each group in turn. In this way, the maximum personal contact is maintained between students and instructor. In addition, the seventy students will be divided into ten study groups of seven each for evening discussions of cases and assigned problems.

COST	Registration fee	\$ 25.00
	Tuition fee, 6 weeks	\$555.00
	Room and board, classrooms, 40 days (twin bed room with bath)	\$320.00
	Books, materials and cases	\$ 50.00
		<hr/>
		\$950.00

**DEPOSIT ON
REGISTRATION**

A deposit covering registration, part of the tuition and room and board, in the amount of \$100.00, should accompany Application for Admission. In the event of non-attendance, all except the \$25.00 registration fee will be refunded. The full amount may be paid with the Application for Admission, or it may be paid on arrival at the School. The course must be completed (including full attendance) in ONE SESSION in order to qualify for a certificate.

**BIOGRAPHICAL
SKETCH AND
PHOTOGRAPHS**

It is important that each individual filing an Application for Admission complete in detail the biographical information with respect to educational background, business experience and present position, as asked for on the Application for Admission which is included in this prospectus. It is also important that 4 copies of a recent photo or snapshot be attached to the Application for Admission form. In addition Applications for Admission should be accompanied by a supporting letter from a senior officer of the Applicant's firm. The foregoing information, with photos, will be distributed to each instructor to enable him to get to know students as quickly as possible.

**MID-TERM
BREAK**

Students are advised that there will be a mid-term break from the end of lectures on Thursday, February 22nd to Sunday evening, February 25th.



Twin bedroom, Administration Building



Section of the 600-seat Tunnel Mountain dining room



Dean MacPhee's lectures are always interesting and thought-provoking.

THIRTEENTH SESSION BANFF SCHOOL OF ADVANCED MANAGEMENT, FEBRUARY 5TH TO MARCH 17TH, 1962
(all dates are given as inclusive)

CLASS HOURS	FEBRUARY 5 - 10	FEBRUARY 12 - 17	FEBRUARY 19 - 22	Mid-term Break — 12:30 p.m., February 22nd to 7:30 p.m., February 25th	FEBRUARY 26 MARCH 3	MARCH 5 - 10	MARCH 12 - 17	Businessmen's Weekend and Alumni Reunion March 16th and 17th, 1962
8:40 - 9:30	OBJECTIVES OF MANAGEMENT MacPhee	HUMAN RELATIONS Surface	HUMAN RELATIONS Surface		PERSONNEL MANAGEMENT Willson	ADMINISTRATIVE PRACTICES MacPhee	ADMINISTRATIVE PRACTICES MacPhee	
9:35 - 10:25	PRODUCTION MANAGEMENT Wilkinson	PRODUCTION MANAGEMENT Wilkinson	GOVERNMENT AND BUSINESS Loffmark		GOVERNMENT AND BUSINESS Loffmark	CANADIAN ECONOMIC SCENE Firestone	CANADIAN ECONOMIC SCENE Firestone	
10:25 - 10:40	COFFEE BREAK				COFFEE BREAK			
10:40 - 11:30	MARKETING MANAGEMENT Edwards	MARKETING MANAGEMENT Edwards	PERSONNEL MANAGEMENT Willson		LABOR RELATIONS Mahoney	LABOR RELATIONS Mahoney	LABOR RELATIONS Mahoney	
11:30 - 12:20	MANAGERIAL ACCOUNTING Rollins	MANAGERIAL ACCOUNTING Rollins	MOBILIZATION OF FINANCIAL RESOURCES Meredith		MOBILIZATION OF FINANCIAL RESOURCES Meredith	MOBILIZATION OF FINANCIAL RESOURCES Wong	MOBILIZATION OF FINANCIAL RESOURCES Wong	
12:30 - 1:30	LUNCH				LUNCH			
1:30 - 3:30	DIRECTED READING							
3:30 - 3:45	COFFEE BREAK				COFFEE BREAK			
3:45 - 6:00	Recreation							
6:00 - 7:30	DINNER				DINNER			
7:30 - 9:30	Study Groups							
9:30 - 9:45	COFFEE BREAK				COFFEE BREAK			

The official termination of the course is Saturday, March 17th, 1962

DONALD CAMERON

FOUNDER AND EXECUTIVE DIRECTOR OF THE BANFF SCHOOL OF ADVANCED MANAGEMENT



Educated University of Alberta, B.Sc. 1930, M.Sc. 1934, LL.D. 1959, studied education methods in universities and schools in England, Scotland, Denmark, Sweden, Norway, Germany and France. 1933 Carnegie Travelling Scholarship.

Director of Department of Extension, University of Alberta, 1936-56; Director University of Alberta's Banff School of Fine Arts since 1936; Director National Film Society 1936-50; President Alberta Branch Canadian Handicrafts Guild 1940-46; President Canadian Handicraft 1946-49; member National Film Board of Canada 1942-50; Chairman Canadian Legion Education Services, Alberta Command 1939-46; member National Advisory Committee on Canadian Citizenship 1939-45; appointed Chairman Royal Commission on Education, Province of Alberta, 1958-59; member Canadian Institute of Agriculture; American Academy of Political Science; President Canadian Association for Adult Education; summoned to the Senate of Canada July 28, 1955; has contributed articles and features to various magazines and periodicals on education and sociology, author *Campus in the Clouds*; Founder and Executive Director, Banff School of Advanced Management 1952 to present.

MEET THE STAFF

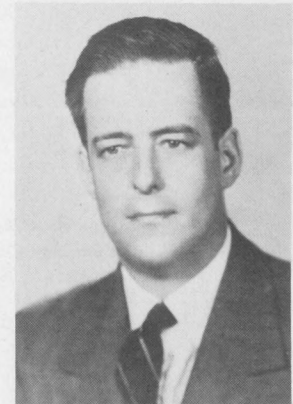
DR. E. D. MacPHEE

Dean, Administrative and Financial Affairs, University of British Columbia and Dean of the Banff School of Advanced Management. A graduate of Acadia University and Veteran of World War I, following which he did graduate work at the University of Edinburgh. He taught Psychology at Acadia, Alberta and Toronto Universities from 1920 to 1929. In 1929 he became Comptroller of the York Knitting Mills. From 1930 to 1950 Professor MacPhee became involved in a variety of business and industrial activities in Canada and England. He became Chairman, President, or Managing Director of operating companies in textiles, leather goods, aircraft and chemicals. He helped to form and was Director of two firms of industrial consultants, J. D. Woods Company (now J. D. Woods and Gordon of Toronto) and Production Engineering of London, England. In 1950 he returned to Canada to become Director and later Dean of the School of Commerce of the University of British Columbia. Has been a guest lecturer and member of the Banff School staff since its inception in 1952.



RICHARD ALEXANDER MAHONEY

Associate Dean and Principal, Mr. Mahoney graduated from the University of Manitoba in 1938, and received his M.B.A. from Harvard in 1940. Was four years Associate Professor in the Department of Commerce, University of British Columbia, and has had extensive business experience, including one year in Sales, one year as Department Head in the Mail Order business, one year as a Marketing Executive, one year as a Business Consultant, and three years as a Consultant in Labor and Industrial Relations. Mr. Mahoney is a member of the Vancouver Board of Trade and the Northwest Personnel Managers' Association. He served as a lieutenant in the R.C.N.V.R. for four years, three of them at sea. He is presently a Consultant and Partner in the firm of Management Research (Western) Ltd., Vancouver. Member, Banff staff since 1953.

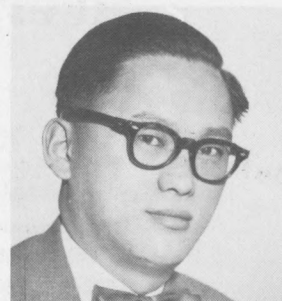


**PROFESSOR
L. G. J. WONG**

Leslie G. J. Wong, a native of Victoria, B.C., was educated in Victoria and attended Victoria College, later graduating with a Bachelor of Commerce degree from the University of British Columbia in 1945. He was then awarded a teaching fellowship at the University of California, Berkeley, where he graduated with an M.B.A. degree in 1946. He has lectured at the University of British Columbia since 1946, becoming a full professor in 1957.

He is a member of the Insurance Teachers' Association of America; chairman of Region 21 of the American Finance Association; member of the American Academy of Political Science; and a member of the National Federation of Financial Analysts Societies.

While attending university he operated his own business, selling both life and general insurance. Until 1957 he was senior partner of Wong, Chang and Company, an accounting firm. His field of interest being finance, he has done a substantial amount of consulting in financial and investment management. He is now Chairman Finance Division, Faculty of Commerce, University of British Columbia and has been a member of the Banff School of Advanced Management staff since 1958.



T. W. MEREDITH

Manager, Osler, Hammond & Nanton Limited, Calgary, and Supervisor of Alberta Securities Operations. President, Calgary Stock Exchange and member of the Executive, Alberta District, Investment Dealers' Association of Canada. A graduate in Commerce from the University of British Columbia, Mr. Meredith has had many years' experience in the investment business. Has lectured at the Banff School on several previous occasions.



**PROFESSOR
RALPH R.
LOFFMARK**

Associate Professor, Faculty of Commerce and Business Administration, University of British Columbia. B.A., University of Toronto; M.B.A., University of Pennsylvania; Chartered Accountant (British Columbia); Graduate of Osgoode Hall Law School; Member of the Ontario Bar and British Columbia Bar. Co-author with A. H. Hall, Deputy Registrar of Companies, Victoria, of the British Columbia Corporation Manual. Also editor of books on Estate Planning and Government Regulation of Business. Member of Banff staff for past three years.



**DR. GEORGE A.
EDWARDS**

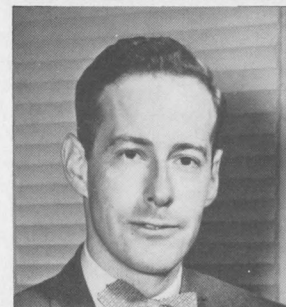
Graduate of the School of Business Administration, University of Western Ontario, and the University of Toronto, he served on the faculties at the University of Buffalo and Columbia University in the United States. Received a Doctor of Philosophy degree from the Graduate School of Business at Columbia University. After six years in the United States, he returned to head the Department of Marketing in the School of Business Administration, University of Toronto.

During his academic career, he acted as a consultant to a number of large business concerns in both the United States and Canada, and has contributed articles to a number of leading business publications. Left the academic profession early in 1958 to start his own private consulting practice and later that year became permanently associated with Canadian Oil Companies, Limited, and is now manager of their Eastern Division.



**PROFESSOR
HUGH WILKINSON**

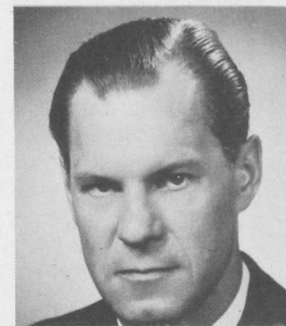
Chairman of the Production Division, Faculty of Commerce, University of British Columbia. A graduate of U.B.C., he received his M.B.A. from the University of Washington. Before joining the Faculty of Commerce and Business Administration in 1951, he had spent seven years in industry and three in the Canadian Army. His industrial experience, included draughting and estimating, purchasing and inventory control, budgetary and cost control, industrial engineering, and factory supervision with Yarrows Ltd., the Consolidated Mining and Smelting Co. of Canada, and the Canadian General Electric Company. Since joining the University staff he has done industrial consulting work in three western provinces. Member of Banff staff since 1954.



**PROFESSOR
BRYCE ROLLINS**

Graduate in Commerce, University of Alberta and member of the Institute of Chartered Accountants, Professor Rollins has had extensive experience in Accounting and Business Administration. Was a partner in a firm conducting public practice for seven years and established his own firm in 1959. Has acted on the Board of Directors of several companies in various types of business endeavours and has acted as accounting and administrative consultant both in Canada and the United States.

Has lectured extensively for the Institute of Chartered Accountants, the Society of Industrial and Cost Accountants and was appointed Assistant Professor of Finance at the University of Alberta in 1961.



DR. O. J. FIRESTONE

A graduate of McGill University. Postgraduate studies at the London School of Economics and other universities. Dr. O. J. Firestone is Professor of Economics at the University of Ottawa, where he teaches graduate students. Prior to coming to the University in 1960, Dr. Firestone was associated with the Canadian Government, as a research director and economic adviser, for a period of eighteen years. He spent three years with the Privy Council, four years with the Department of Reconstruction and Supply, and eleven years with the Department of Trade and Commerce.

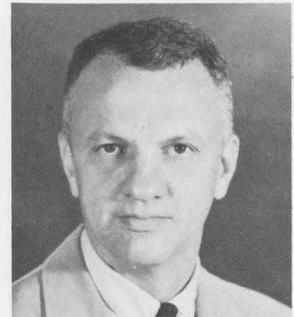
Dr. Firestone is the author of two books and many Government Reports. He has represented Canada as a delegate at a number of international conferences, and he has lectured widely in Canada, the United States and Western Europe. Has been a member of the Banff School faculty for several years.



DR. JAMES R. SURFACE

Graduated in Political Science from the University of Kansas. Obtained his M.A. in Political Science in 1948. M.B.A. with distinction, Harvard University, 1958. D.C.S. Harvard 1956. Research Assistant and Instructor, Harvard Business School, 1950-53. Assistant Professor, Harvard Business School 1953-57. At Harvard, taught Human Relations and Administrative Practices. Served as consultant to a number of American and Canadian firms in the area of Executive Development.

During the summers 1956 and 1957 member of the faculty of Atlantic Summer School for Advanced Business Administration, Halifax, Nova Scotia. Since July 1957, Dean and Professor of Business Administration, School of Business, University of Kansas. This will be Dr. Surface's third year on the Banff School staff.

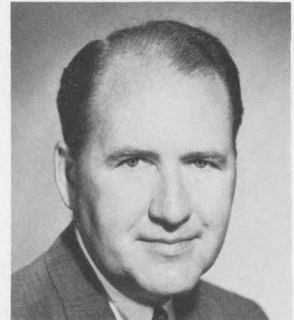


ROBERT A. WILLSON

Management Consultant — specializing in corporate planning and development. Formerly with Canadian subsidiary of major U.S. food processor operating five plants across Canada. Commenced as Director of Personnel and Public Relations including responsibility for union negotiations and extensive benefits structure. Established personal development program for company executives and directed management studies of company's expansion and new ventures.

Prior to this he was Director of Industrial and Community Relations for Canadian subsidiary of U.S. automobile manufacturer. Also served as Industrial Relations Officer with Federal Department of Labour.

Has written and lectured extensively in Canada and U.S. on business administration, personal leadership, community planning and public relations. R.I.A. Award for paper on "Communications in Business".

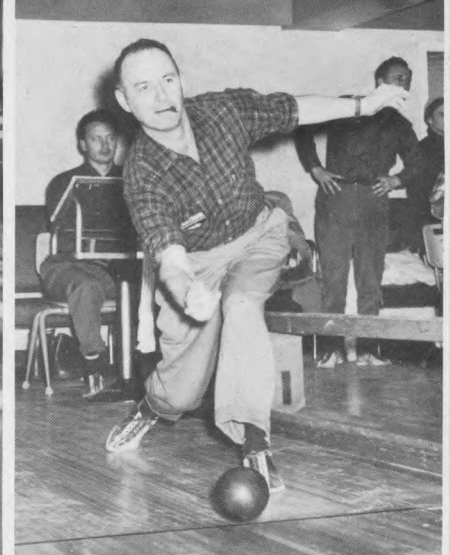




Disregarding the winter snows. Advanced Management students take time out to disport themselves in the Upper Hot Springs Pool.



Curling sweeps out the mental cobwebs.



Bowling relaxes "desk cramps."

A change of pace is provided by an evening of entertainment.



A sunny Sunday on the ski slopes fills a welcome pause between sessions.





FACULTY AND STUDENTS

Twelfth Session January 20 - March 11th, 1961

Banff School of Advanced Management

ANDREWS, K. D., Manager, Canned Products Sales, British Columbia Packers Ltd., Vancouver, B.C.

ASHTON, T. W. G., Assistant Superintendent, British Columbia Division, Bank of Montreal, Vancouver, B.C.

BAGNALL, H. G., Assistant Manager, Producing Department, Canadian Oil Companies, Limited, Calgary, Alberta.

BAILEY, R. F., Supervisor of Projects, The Consolidated Mining & Smelting Company of Canada Limited, Trail, B.C.

BANKS, B. T., Assistant Treasurer, Northwestern Utilities Limited, Edmonton, Alberta.

BENNETT, R. F., Assistant Controller, Financial Analysis, Ford Motor Company of Canada, Limited, Toronto, Ontario.

BOWER, R. N., Manager, Consolidated Concrete Limited, Lethbridge, Alberta.

CAIRNS, I. A., Assistant Resident Manager, Crown Zellerbach Canada Limited, Ocean Falls, B.C.

CARSON, L. V., Division Manager, Schlumberger of Canada, Calgary, Alberta.

CATCHPOLE, J. S., Sales Manager, Western Plywood Company Limited, Edmonton, Alberta.

CHALMERS, K. M., Manager, Plumbing and Heating Departments, The T. Eaton Co. Canada, Limited, Winnipeg, Manitoba.

COLLINS, A. F., Field Administrator, Mannix Co. Ltd., Calgary, Alberta.

CRAWFORD, G. B., Secretary-Treasurer, Kellier Creamery Co. Ltd., Wynyard, Sask.

DRABBLE, C., Unitization Administrator, Imperial Oil Limited, Calgary, Alberta.

DODDS, J. W., Assistant General Manager and Comptroller, Alberta Government Telephones, Edmonton, Alberta.

EDWARDS, R. O., Regional Manager, Western Region, Ford Tractor & Equipment Sales Company of Canada Limited, Regina, Sask.

ELLIOTT, D. W., Cerealist — Purchasing Department, Canada Malting Co. Limited, Calgary, Alberta.

EVANS, J. F., Director of Advertising, The Province, Vancouver, B.C.

FAIRBAIRN, R. E., General Secretary, Young Men's Christian Association, Vancouver, B.C.

FETHERSTON, C. R., Solicitor, Shell Oil Company of Canada, Limited, Calgary, Alberta.

FLEETHAM, D. L., Treasury Manager, Shellburn Refinery, Burnaby, B.C.

FRIGHT, G., Plant Manager, Ogilvie Flour Mills Co. Ltd., Medicine Hat, Alberta.

FULLER, D. L., Vice-President and Assistant Manager, Producers Pipelines Ltd., Regina, Sask.

GAGE, G. R., Manager, Warehouse Division, Dominion Bridge Company Limited, Vancouver, B.C.

GARTNER, F., Production Manager, Marpole Sawmill Division, Rayonier Canada Limited, Vancouver, B.C.

GATIN, H. P., Manager, Administrative Controls, Saskatchewan Power Corporation, Regina, Sask.

GLOWA, J. P., Supervisor, Process and Production, Texaco Canada Limited, Montreal, Quebec.

GOLLNICK, H. C., Division Commercial Manager, Saskatchewan Government Telephones, Regina, Sask.

GOSSIN, A. A., Divisional Superintendent, Saskatchewan Wheat Pool, Regina, Sask.

GRAY, J. C., Captain, R.C.N., H.M.C. Dockyard, Esquimalt, B.C.

GYARMATY, P. G., Managing Director, Acustica Musica y Arte, Caracas, Venezuela.

HARLOW, R. G., Director of Radio, Canadian Broadcasting Corporation, Vancouver, B.C.

HERTZ, N. J., Secretary-Treasurer, Twin Bridge Sand & Gravel Ltd., Edmonton, Alberta.

HOWES, J. N., Assistant Secretary and Office Manager, Dominion Construction Co. Ltd., Vancouver, B.C.

HUGHES, G. S., Supervisor of Appraisal and Assessment, Hu Harries and Associates Ltd., Edmonton, Alberta.

KIMM, J. J., Accountant, Imperial Bank of Canada, Winnipeg, Manitoba.

LEHMAN, A. S., Region Office Manager, Prairie Marketing Region, Imperial Oil Limited, Edmonton, Alberta.

LLOYD, A. P., Sawmill Manager, Federated Co-operatives Limited, Canoe, B.C.

LUNDBERG, W. D., Production Superintendent, Home Oil Company Limited, Calgary, Alberta.

LUNDMAN, E. A. W., Vice-President and General Superintendent, Harpers Construction Co. Ltd., Winnipeg, Manitoba.

MACKENZIE, M. D., Manager, Saskatchewan Branch, Associated Engineering Services Ltd., Regina, Sask.

MARSH, J. M., Assistant Exploration Manager, Producing Department, Imperial Oil Limited, Edmonton, Alberta.

MARSHALL, D. R., Sales Manager, Central Alberta Dairy Pool, Red Deer, Alberta.

MATTHISON, C. R., Vice-President, Westminster Paper Company Limited, New Westminster, B.C.

McCALLUM, M. G. (Dr.), Director, Division of Medical Services, Alberta Provincial Department of Public Health, Edmonton, Alberta.

McCORMICK, G. D., General Plant Manager, Saskatchewan Government Telephones, Regina, Sask.

McNAUGHTAN, V. L., Branch Manager, Westeel Products Ltd., Regina, Sask.

MILLER, R. C., Sales Manager, Saskatchewan Cement Company Limited, Regina, Sask.

MOORE, R. S., Assistant Logging Manager, Moore-Whittington Lumber Co. Ltd., Victoria, B.C.

MOTHERWELL, R. A., Department Manager, Sausage and Produce, Burns & Co. Ltd., Regina, Sask.

MUMFORD, I. K., Assistant Secretary, Saskatchewan Wheat Pool, Regina, Sask.

NATRASS, F. C., Sales Supervisor, The Great Western Garment Co. Ltd., Calgary, Alberta.

NELSON, W. A., Superintendent, Cowichan Sawmill Division, British Columbia Forest Products Limited, Youbou, B.C.

OBERHOLTZER, J. E., Deputy Minister, Department of Industry and Development, Edmonton, Alberta.

OXMAN, T. C., Division Manager, Mannix Co. Ltd., Calgary, Alberta.

PATERSON, J., Manager, Men's Clothing Department, The T. Eaton Co. Canada Limited, Winnipeg, Manitoba.

PETERSON, G. H., Manager, Clayburn-Harison Ltd., Vancouver, B.C.

PHILLIPS, R., Captain, R.C.N., Director of Naval Organization and Management, Naval Headquarters, Ottawa, Ontario.

POWLEY, D. E., District Exploration Superintendent, Pan American Petroleum Corporation, Calgary, Alberta.

PROVOST, E. F., Superintendent of Production and Transmission, Canadian Western Natural Gas Company Limited, Calgary, Alberta.

ROLLINS, J., Sales Manager, Taylor, Pearson & Carson (B.C.) Ltd., Vancouver, B.C.

SCOBIE, J. A., Controller, Royalite Oil Company, Limited, Calgary, Alberta.

SCOTT, H. A., Divisional Superintendent, Manitoba Pool Elevators, Winnipeg, Manitoba.

SHERWOOD, B. H., Plant Superintendent, Imperial Oil Limited, Calgary, Alberta.

SIMON, H. F., Manager, Audit Division, Federated Co-operatives Limited, Saskatoon, Sask.

SNYDER, R. B., Manager of Distribution, Canadian Western Natural Gas Company Limited, Calgary, Alberta.

STANDING, S., Vice-President and Secretary-Treasurer, E. A. Morris Limited, Vancouver, B.C.

STEWART, H. L., Manager, Rupert Cold Storage, British Columbia Packers Limited, Prince Rupert, B.C.

STIRLING, S. J., General Manager, Gillis & Warren Limited, Winnipeg, Manitoba.

STORY, N. V., Vice-President, Canadian Industrial Gas Limited, Calgary, Alberta.

TAYLOR, M. S., Manager, Building Supplies & Steel Division, Evans, Coleman & Evans Limited, Vancouver, B.C.

THOMPSON, N. A., Division Industrial Relations Supervisor, Pan American Petroleum Corporation, Calgary, Alberta.

TOUPITCH, A. T., General Manager, Canadian Linen Supply Co. Ltd., Edmonton, Alberta.

WARD, R. B., Treasurer, United Farmers of Alberta Co-operative Limited, Calgary, Alberta.

WATSON, C. H., Works Manager, The Anthes-Imperial Co. Ltd., Calgary, Alberta.

WICKS, L., Haney, B.C.

WILKIE, P. M., Kraft Mill Superintendent, Elk Falls Company Limited, Campbell River, B.C.

WILSON, E. G., Assistant Manager and General Superintendent, Crofton Pulp Division, British Columbia Forest Products Limited, Crofton, Vancouver I., B.C.

Banff School of Advanced Management Alumni Organization

Banff School of Advanced Management Alumni Organizations have been established in each of the four Western provinces to provide liaison between individual alumni members and with the School itself in Banff. A list of the provincial committees follows for the information of all concerned.

ALBERTA EXECUTIVE:

EDMONTON COMMITTEE

President: Alan Quelch, Pardee Equipment Co. Ltd.
Vice-President: W. Peterson, Premier Steel Mills Ltd.
Secretary-Treasurer: H. Stanley Clark, W. H. Clark Lumber Co. Limited.

CALGARY COMMITTEE

Chairman: A. F. Collins, Mannix Company Ltd.
Secretary-Treasurer: Miss Margaret Kane, Pan American Petroleum Corporation.
Committee: W. D. Lundberg, Home Oil Company Ltd.; C. R. Fetherston, Shell Oil Company of Canada, Limited;
W. J. Cummer, General Petroleums Drilling Co. Ltd.; G. M. Davis, B. J. Services of Canada Ltd.; J. L. Holman,
Consolidated Concrete Industries Ltd.

B.C. EXECUTIVE:

President: Noel Harrison, Rayonier Canada Limited, Vancouver.
Vice-President: Frank Hamata, Marine Pipeline and Dredging Ltd., Vancouver.
Secretary-Treasurer: J. M. Billingsley, Pacific Truck & Trailer Ltd., Vancouver.
Directors: Ken Caple, C.B.C., Vancouver; Ron Gourlay, Crown Zellerbach Canada Limited, Vancouver; Allan Kelly,
Allan C. L. Kelly & Associates Ltd., Vancouver; R. Birkinshaw, Vancouver; R. C. Hausch, B.C. Engineering
Co. Ltd., Vancouver.

SASKATCHEWAN EXECUTIVE:

President: Bill Clark, Saskatchewan Government Telephones, Regina.
Vice-President: Orville Clarke, Clarke's Interior Furnishings, Saskatoon.
Secretary-Treasurer: Bob Motherwell, Burns & Co. Ltd., Regina.
Executive Member: Gordon Bowman, Bowman Bros. Ltd., Saskatoon.

MANITOBA EXECUTIVE:

President: Colin Ciley, Canadian Oil Companies, Limited, Winnipeg.
Vice-President: Ken Smith, The T. Eaton Co. Ltd., Winnipeg.
Secretary: Ray Moscarella, Winnipeg Tribune, Winnipeg.
Treasurer: Bart Cortilet, Northern Paint Co. Ltd., Winnipeg.

Businessmen's Weekend
and
Advanced Management Alumni Reunion

MARCH 16th and 17th

The Annual Businessmen's Weekend and Alumni Reunion is one of the highlights of the course. A number of outstanding business executives will be brought in to discuss problems of major interest to all. This special event provides an opportunity for interested businessmen to see the School in action, and to meet the executives in training.

One of the pleasant features of the Weekend is the Annual Alumni Reunion, when the classes of previous years return for two days of lively participation in the activities and social events.

A special panel of outstanding speakers will be brought in for the Friday and Saturday discussions, and the Annual Alumni Dinner and Ball will complete a program that will be stimulating and pleasant. Officers of participating firms are cordially invited.

A bird's-eye view of Banff. The circled part in the photo indicates the location of the Banff School of Fine Arts and Centre for Continuing Education, ideally situated close to the town of Banff on the west slope of Tunnel Mountain.

The new Sulphur Mountain Gondola Lift in the foreground.



LITHOGRAPHED BY HAMLY, EDMONTON